

# AGENDA ITEM SUMMARY

Urban Renewal Authority



---

## STAFF

Josh Birks, Acting Executive Director  
Andy Smith, Redevelopment Manager

---

## SUBJECT

**Resolution No. 157 to approve an Exclusive Negotiation Agreement between the Fort Collins Urban Renewal Authority (Authority) and the Urban Land Conservancy (ULC) to act on the Authority's behalf as Neighborhood Revitalization Partner (NRP).**

---

## EXECUTIVE SUMMARY

The purpose of this item is to consider approving an agreement to enter Exclusive Negotiations with the Urban Land Conservancy, a Denver-based 501(c)3 nonprofit, to establish and clarify the role of Neighborhood Revitalization Partner (NRP). In September 2025, staff shared with the Fort Collins Urban Renewal Authority (Authority) Board the emergence of potential partners and opportunities for a more holistic redevelopment of the Authority owned property at 1636 N. College and adjacent properties. At that time, staff suggested a pivot towards a strategy that begins with selecting a NRP to act as the Authority delegate for planning and development. In addition, staff recommended the Authority maintain ownership over its own property through a ground lease and focus on a phased approach to development.

With strong support from the Authority Board, staff prepared and issued a Request for Qualifications (RFQ) that received seven responses in late January 2026. After interviewing the top three respondents, staff are recommending that the Authority prepare a Professional Services Agreement and any other necessary agreements to advance with ULC as the selected NRP for the 1636 N. College redevelopment. The proposed resolution provides staff with this guidance and ULC with security to enter negotiations.

---

## STAFF RECOMMENDATION

Staff recommends approval of the Resolution to enter Exclusive Negotiations with the Urban Land Conservancy to become the Authority's Neighborhood Revitalization Partner for the 1636 N. College redevelopment.

---

## BACKGROUND / DISCUSSION

In September 2025, staff presented an overview of changing conditions and opportunities related to the 1636 N. College Redevelopment Project (1636). These conditions include increased competition for Low-Income Housing Tax Credits (LIHTC) near the site, interest in collaborating from nearby and adjacent property owners, and increasing market interest.

These changing conditions coupled with interest by the current Fort Collins Urban Renewal Authority (Authority) Board to investigate additional opportunities for plan areas, staff recommended and continues to recommend changing course on 1636 to:

- Ensure the Authority Board remains focused on its core mission (blight remediation and prevention of its further spread) and reserves time to invest in other plan areas.
- Focus on getting the redevelopment of 1636 right without compromising momentum.
- Engage expertise that can ensure strong visioning, planning, and design.
- Create a clear scope and role for community leadership in the project.

The proposed approach includes several key components:

- Defining and securing specific community objectives for the project.
- Delegation of planning and development of its property and partners properties to a strong and coherent community-based governance model developed by an experienced Neighborhood Revitalization Partner.
- Make the Authority property available in phases, rather than all at once.
- Retaining ownership of the Authority's property through long-term ground lease(s).

### **Review of Proposed Approach**

The concept shared in September was to create a form of governance to include the Authority, other public entities, interested institutional partners, and private landowners along with strong community leadership. While the newly created entity would manage the details of the project, the Authority would ultimately retain oversight through final approval based on coherent and clear ground lease terms.

In this model, the Authority retains ownership and thus ultimate control over its properties through its ground leases. However, it delegates the significant workload of developing, coordinating, phasing, and financing redevelopment to an entity with multiple perspectives and appropriate expertise.

### **Neighborhood Revitalization Partner**

Managing this new entity will not come without demands on staff capacity and requirements for unique expertise. For that reason, staff propose that the Authority identify and partner with an individual, entity, or organization that has the capacity to steward this significant community development opportunity. This Neighborhood Revitalization Partner (NRP) should have the following knowledge, skills, and abilities:

#### **Knowledge**

- Mixed-use & Mixed-income Development Finance – deep understanding of how to layer public subsidy, LIHTC, NMTC, philanthropic capital, and private debt/equity.
- Public-private agreements – Experience negotiating CBAs, development agreements, and joint venture structures with municipalities and developers.
- Community Governance Models – Methods for embedding resident/merchant/community voices into a board structure that is credible and durable.
- Equity and Anti-displacement Policy – Proven strategies for stabilizing existing residents and businesses.

## Skills

- Real Estate Development Management – managing acquisition, entitlements, design, financing, and construction oversight.
- Facilitation & Coalition Building – Convening diverse stakeholders (URA, County, neighbors, private developers, funders) and translating between their priorities.
- Communication & Trust-building – Explaining technical development issues in ways that community members understand and buy into.

## Abilities

- Balance Permanence with Flexibility – Lock in affordability and community ownership while allowing for phased development and changing market conditions.
- Institutional Staying Power – Ability to steward assets for decades (beyond one development cycle), maintain staff capacity, and ensure financial sustainability.
- Translate Values into Binding Documents – Not just advocate for community priorities, but embed them into enforceable agreements, leases, or ground lease terms.

Depending on the entity selected by the Authority, it could even provide support by holding the master lease for the Authority property in a community land trust or similar public ownership structure.

## **NRP Selection Process**

### **Request for Qualifications**

Staff, working with the City's Purchasing Department and Authority attorney, issued a Request for Qualifications on December 8, 2025, with a due date of January 23, 2026 (See **Attachment 1**). The selection process included a pre-proposal meeting held at 3:00 pm on January 6, 2026, as well as an addendum to answer questions from potential respondents. The RFQ focused on understanding the Knowledge, Skills, and Abilities of the respondents and their experience working in similar on multi-owner and -phased projects with a goal to create a model for equitable redevelopment – an inclusive district that balances market feasibility with community values – and aims to:

- Catalyze high-quality, mixed-use redevelopment that enhances the corridor's vitality, cultural character, and potential to become a 15-Minute Neighborhood
- Advance equity, anti-displacement, and affordability stewardship as core principles guiding investment and land use.
- Foster transit-oriented and pedestrian-scale design that reduces car dependence and enhances connectivity.
- Support locally owned businesses, arts, and cultural programming that reflect neighborhood identity.
- Deliver public benefits such as open spaces, community facilities, and climate-resilient infrastructure.

The RFQ provided a high-level overview of the potential scope of work, including four potential key phases:

- **Phase 1 – Governance.** Develop a collaborative structure that integrates Authority leadership, community representation, and development partners through an effective governance framework.
- **Phase 2 – Master Planning.** Ensure alignment with Authority goals by developing a comprehensive, community-informed master plan for the site and surrounding properties.

- **Phase 3 – Partner Acquisition.** Identify, evaluate, and secure development partners consistent with community goals and structure public-private agreements that support long-term stewardship, affordability, and community benefit.
- **Phase 4 – Construction Support, Ongoing Management, and Monitoring.** Support ongoing stewardship and asset management through construction and beyond.

## Respondents

The Authority received seven responses to the RFQ which were evaluated and ranked individually by Authority Staff, the City’s Housing and Community Vitality Director, and a Senior Buyer. The responses included:

- **Altair Consulting Group.** A planning and real estate advisory firm with 20 years of experience guiding municipalities, authorities, universities, and private developers on project structuring, deal structuring, and financing strategies operating out of Pittsburg. The group was joined by a Denver-based subconsultant Gauge Land Development.
- **Corum Real Estate Group.** Offers more than forty years of experience in Colorado delivering complex, mixed-use, mixed-income, and multi-phased developments— along with the institutional stability and capacity to steward long-term public– private partnerships.
- **Graves Civic Solutions.** A Colorado-based civic advisory and development services firm intentionally structured as a senior-led practice. The team includes decades of experience in urban renewal, municipal governance, housing policy, real estate development, finance, planning, and public-private partnerships.
- **Colmena Group.** Provide an experienced execution team that can help plan, structure, and actively deliver complex redevelopment initiatives by combining development strategy, governance support, financial structuring, implementation coordination, and hands-on project management within a single accountable framework.
- **Urban Land Conservancy.** A Denver-based 501(c)3 nonprofit real estate developer and steward with over two decades experience guiding complex, multi-phase development revitalization efforts with acquisitions, redevelopment and long-term community benefits while advancing affordability, anti-displacement, and lasting stewardship.
- **TAG Real Estate Ventures.** A team of principal-led leadership; deep institutional development experience; and a disciplined yet flexible approach suited to the Authority’s innovative concept structure.
- **Tribe Development Company.** A Colorado-based, woman-owned and Native-owned real estate development and advisory firm specializing in mixed-use redevelopment, public–private partnerships (P3s), institutional projects, and community-centered governance models. Their work sits at the intersection of real estate execution, community trust-building, and long-term public asset stewardship.

The list was shortened to three top respondents through individual review and ranking, including Colmena Group, Urban Land Conservancy, and Tribe Development Company. Those respondents were interviewed by the same selection panel on February 5, 2026. After scoring the interviews separately, staff reviewed the results of their independent rankings and conferred about the top ranked respondent.

## Staff’s Recommendation

Based on the selection process, staff recommend entering exclusive negotiations with Urban Land Conservancy to act as the Authority’s designated NRP for 1636. Staff took the following factors into consideration to support our recommendation:

- **Their Mission.** “By engaging with communities and securing land for community benefit, we seek to counter displacement caused by rising real estate costs and gentrification.”
- **Their Experience.** Since 2003, ULC has made possible more than 1,850 affordable homes in neighborhoods threatened by displacement. As well as numerous projects like the current conceptual vision for 1636 (See **Attachment 2**).

These negotiations will focus on the nature of the relationship between the Authority and ULC, scope of work, timeline, compensation, and other areas of shared interest. Staff will present the final form of an agreement(s) to the Board for review and approval, depending on the agreement(s) form. For example, a Professional Services Agreement that governs technical expertise with a specific scope in support of the project is a typical consulting arrangement, not necessarily requiring additional board action. However, an agreement for a deeper partnership, such as a master lease or development partnership, will require Board approval.

### **AUTHORITY FINANCIAL IMPACTS**

---

Staff estimates that professional services associated with the activities of the NRP could total as much as \$200,000 annually with fluctuation depending on scope and timing of specific activities.

### **BOARD / COMMISSION / COMMITTEE RECOMMENDATION**

---

None.

### **PUBLIC OUTREACH**

---

None.

### **ATTACHMENTS**

---

1. Request for Qualifications - 10253 Neighborhood Revitalization Partner
2. ULC Qualifications & Representative Projects
3. Resolution